

Message Text

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63

ORIGIN SS-20

INFO OCT-01 SPC-03 AF-10 ARA-16 EA-11 EUR-25 NEA-10 RSC-01

ISO-00 /097 R

DRAFTED BY S/S:TRPICKERING:JLH

APPROVED BY THE SECRETARY

P - AMBASSADOR PORTER

S/PC - MR. LORD

S - MR. EAGLEBURGER

S/S:TRPICKERING

----- 059607

R 240048Z OCT 73

FM SECSTATE WASHDC

TO ALL DIPLOMATIC AND CONSULAR POSTS

USINT BAGHDAD

UNCLAS STATE 209583

INFORM CONSULS

E.O. 11652: N.A.

TAGS: OGEN

SUBJ: REPORTING FROM THE FIELD

FOR THE AMBASSADOR FROM THE SECRETARY

INFORM CONSULS

1. OVER THE COMING MONTHS I PLAN TO SHARE WITH YOU MY THOUGHTS ON HOW WE CAN BEST WORK TOGETHER. IN RETURN, I WELCOME, AND IN FACT WILL RELY HEAVILY ON YOUR OPINIONS AS TO HOW WE CAN IMPROVE THE CONDUCT OF OUR FOREIGN POLICY.

2. MY PURPOSE IN THIS CABLE IS TO MAKE CLEAR MY VIEWS ON REPORTING FROM THE FIELD. THE EMPHASIS I PLACED ON THE SUBJECT IN MY REMARKS TO THE DEPARTMENT ON SEPTEMBER 28 UNDERLINES THE IMPORTANCE I ATTACH TO THIS PROCESS.

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3. WE MUST HAVE TIMELY, ACCURATE AND USEFUL REPORTING

FROM ABROAD. SUCH REPORTING SHOULD BE CHARACTERIZED BY:
(A) ANALYSIS, NOT JUST DESCRIPTION; (B) QUALITY OVER
QUANTITY; (C) OPEN AND FREE EXPRESSION OF DIFFERING VIEWS.

(A) ANALYSIS. I HAVE THE HIGHEST RESPECT FOR THE
KNOWLEDGE AND CAPABILITIES OF THE CAREER PROFESSIONALS IN
THE FOREIGN SERVICE. OVER THE LAST FOUR YEARS I HAVE BEEN
STRUCK HOWEVER BY THE SHEER VOLUME OF INFORMATION WHICH
FLOWS INTO THE DEPARTMENT, CONTRASTED WITH THE PAUCITY OF
GOOD ANALYTICAL MATERIAL WHETHER FROM THE DEPARTMENT OR
THE FIELD. MERE REPORTAGE OF EVENTS WHICH HAVE ALREADY
TAKEN PLACE AND ABOUT WHICH IN MANY CASES WE CAN DO LITTLE
IS NOT SUFFICIENT. FOR THAT REPORTING TO BE USEFUL TO ME,
I REQUIRE NOT ONLY INFORMATION ON WHAT IS HAPPENING, BUT
YOUR MOST THOUGHTFUL AND CAREFUL ANALYSES OF WHY IT IS
HAPPENING, WHAT IT MEANS FOR U.S. POLICY, AND THE DIREC-
TIONS IN WHICH YOU SEE EVENTS GOING.

(B) QUALITY. I WANT TO ASK THE CHIEFS OF MISSION IN
EACH POST TO REVIEW MOST CAREFULLY FIELD REPORTING. I
HAVE THE IMPRESSION WE CAN ELIMINATE MANY ITEMS OF MINIMAL
AND MARGINAL INTEREST. THIS WILL HELP TO CUT DOWN THE
VOLUME AND WILL ALLOW REPORTING OFFICERS MORE TIME TO
THINK ABOUT EVENTS AND DEVELOPMENTS AND TO ANALYZE THEM
FOR US HERE IN WASHINGTON. I ASK ALSO CLOSE ATTENTION TO
MAKING YOUR REPORTS COGENT AND CONCISE. VERBOSITY TOO
OFTEN SEEMS TO SUBSTITUTE FOR CAREFUL THOUGHT. I AM
ASKING THE UNDER SECRETARY FOR POLITICAL AFFAIRS TO STUDY
REPORTING REQUIREMENTS TO ELIMINATE AS MANY MARGINAL
REQUIREMENTS AS POSSIBLE AS WELL AS TO ENSURE THAT IMPOR-
TANT AREAS NOT NOW BEING FULLY REPORTED ON AND ANALYZED
ARE COVERED IN THE FUTURE.

(C) FREE EXPRESSION. I URGE EMBASSIES, AND OFFICERS
WITHIN EMBASSIES WHO HAVE DIFFERING VIEWS ON MAJOR ISSUES
FROM THOSE REPORTED BY THEIR COLLEAGUES, TO MAKE THEM
AVAILABLE TO ME IN THE SPECIAL AND CONTROLLED CHANNELS
PROVIDED BY THE DEPARTMENT FOR THAT PURPOSE. I EXPECT
THAT ALL OFFICERS IN THE FOREIGN SERVICE AND THE DEPARTMENT
WILL KEEP DISSENTING VIEWS IN THE CHANNELS PROVIDED FOR;
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WE CANNOT OPERATE THE GOVERNMENT OR THE DEPARTMENT IF
DISSENT IS TAKEN TO THE PRESS. I OF COURSE WILL LOOK
DIRECTLY TO THE AMBASSADOR FOR ADVICE; BUT ON FUNDAMENTAL
QUESTIONS I BELIEVE THAT DISSENTING VIEWS AND OPINIONS
SHOULD BE HEARD. THIS SHOULD HELP TO PRODUCE A MORE
OPEN SPIRIT OF THE KIND I AM TRYING TO ENCOURAGE BETWEEN
THE DEPARTMENT AND THE CONGRESS AND THE DEPARTMENT AND THE
AMERICAN PUBLIC. IF WE CANNOT HAVE IT WITHIN THE DEPART-

MENT WE HAVE LITTLE REASON TO EXPECT IT IN OUR RELATIONS WITH THOSE OUTSIDE. EXPRESSION OF DIFFERING VIEWS WILL OF COURSE BE SUBJECT TO THE AMBASSADOR'S CONTROL; HOWEVER, I WILL EXPECT THAT WHEN HIS VIEWS ARE SUBMITTED, OPPOSING VIEWS AND COMPROMISES WILL BE NOTED AS WELL.

4. I HAVE ASKED MY COLLEAGUES IN THE DEPARTMENT TO PAY ATTENTION TO YOUR REPORTING AND ANALYSES. YOU CAN EXPECT TO HEAR FROM ME WHEN ITS QUALITY MERITS PRAISE OR CENSURE.

5. PLEASE BRING THESE THOUGHTS TO THE ATTENTION OF YOUR COLLEAGUES AT YOUR MISSIONS AND CONSTITUENT POSTS.

6. I LOOK FORWARD TO WORKING WITH YOU DURING THIS CRUCIAL PERIOD FOR AMERICAN FOREIGN POLICY. KISSINGER

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Disposition Approved on Date:
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EO Systematic Review
30 JUN 2005

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